

# Accenture Development Partnerships Impact Report January 2013

Driving Innovation & Impact in the  
International Development Sector

## Highlights:

- Dual agenda – the role of business in development expands
- Technology in development – new models overcome traditional barriers

The background of the slide features a large, semi-transparent silhouette of a person's head and shoulders. Inside the silhouette, a detailed cityscape is visible, showing various buildings, roads, and green spaces. The overall color palette is warm, with oranges, yellows, and browns. A large, solid orange chevron points from the bottom left towards the bottom right, partially overlapping the cityscape and the text.

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# Contents

Foreword	3
Introduction	5
Highlights	7
Global Programs Update	7
Talent Update	8
Global Operations Update	9
Mission Statement	10
Client Facts and Statistics	11
C-Suite Priorities in International Development	12
Innovation & Impact in International Development	16
Health	17
Education	18
Agriculture	19
Nutrition	21
Energy	22
Financial Inclusion	24
Emergency Preparedness and Response	25
Water & the Environment	26
Summary	27
Find out more	29

# Foreword





# This issue of the Accenture Development Partnerships Impact Report looks at the roles of both business and technology in international development.



At a time when the world is experiencing momentous changes, there is an urgent need for business to rethink how it interacts with society, as well as enormous opportunity for the private sector to broaden its approach to value creation in a way that serves both society and bottom lines. Technology will play an important part in this—by helping lowering the costs to enter new markets, increasing access to services and information, connecting the world via mobile technology, and fundamentally changing the way we engage with people in emerging markets.

## Our strategy in action

By looking to emerging markets for growth, companies encounter the same challenges—in areas such as infrastructure, education, and health—that the poor, living in these communities face. As these challenges constrain growth, progressive companies are overcoming them by inventing new models for sustainable growth that also provide unprecedented opportunities for disadvantaged communities.

I experienced this first-hand in October 2012 when I had the opportunity to visit our Accenture Development Partnerships clients and project teams on the ground in Africa. One of the many projects I visited was the “Banking on Change” cross-sector partnership that helps extend and develop access to basic financial services for people who are considered “financially excluded” from the economy. I observed a Village Savings and Loans group in action as they conducted a member meeting. The meeting included savings collection, loan repayments (including capital and interest), as well as loan requests. It was inspiring to see how our work truly helps to improve the lives of these often rural communities, and how innovative multi-stakeholder alliances are transforming traditional structures and the conventional roles within international development.

## Investing in our people

During my time in Africa, I also met with some passionate employees who are out on the frontline, delivering innovative solutions and leading our clients to improve their performance. I believe it is a tremendous leadership development opportunity for our people to take on a role with Accenture Development Partnerships. They get challenging work in an exciting environment. Additionally, as emerging markets become increasingly more important to Accenture, we will need leaders who can establish and guide our business and activities in these markets as well as operate seamlessly across sector boundaries, managing win-wins for business, government and civil society organizations.

I trust the report is valuable to NGOs, donors, foundations and businesses as they consider the role of business as a partner in solving international development challenges.



## Sander van 't Noordende

As Group Chief Executive of Accenture Management Consulting, Sander has responsibility for the company's capabilities and services across Strategy, Analytics, Sales & Customer Service, Finance & Enterprise Performance, Operations, Risk Management, Sustainability, and Talent & Organization. He is also a member of Accenture's Global Management Committee.

# Introduction



## 2012 was a year of strong growth and continued momentum for Accenture Development Partnerships.

We led 152 projects for 73 different clients, 44 of which involved cross-sector collaboration. Our growth can be attributed to expansion of our operations into new geographies, such as Brazil and South Korea, growth of our client base and ongoing development of existing relationships. For example, we are currently working with the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) to help it form and strengthen cross-sector collaboration in agriculture, and with the World Wildlife Fund for Nature (WWF) to refine its growth strategy for the Asia Pacific region. Our focus is on helping clients address critical issues such as new market entry, innovation and operational excellence, as well as responding to the increasing demand for the support and evaluation of cross-sector partnerships.

### Post-2015 Millennium Development Goal Agenda: the growing relevance of the private sector in development

Accenture Development Partnerships is taking an active role in gearing up organizations to look ahead, helping prepare the way "post 2015". From our standpoint, we are particularly keen to encourage practical action to engage the private sector in shaping and realizing future goals in a way that perhaps did not happen for the initial Millennium Development Goals. Given the convergence of interests between the sectors, there is a real opportunity here.

### The League of Intrapreneurs: building better business from the inside out

Accenture is further leveraging the private sector for social impact via the launch of the League of Intrapreneurs initiative. This competition, which Accenture is running in conjunction with Ashoka, helps to identify social intrapreneurs, or 'changemakers', in large companies who are pioneering new ideas that have the capacity to transform business and society. The best 15 entrants will form the inaugural League of Intrapreneurs, an elite network of global innovators.

This edition of the Impact Report showcases the impactful work we help to achieve in the international development sector, highlighting the growing potential of technology and cross-sector coalitions, to bring innovative business solutions to some of the world's most challenging international development issues.

I hope you find this report both relevant and thought provoking, and that as you enter 2013, these insights provide some guidance on how you can match vision and intent with practical action.

Until next time.



**Gib Bulloch**  
Executive Director, Accenture  
Development Partnerships





# Highlights

## Global Programs Update

### Debating — the post-2015 Millennium Development Goals debate gathers pace

Unsurprisingly, the focus of Accenture Development Partnerships' clients on the post-2015 world has gathered pace as they look at how they can influence the debate. It has been the theme of recent gatherings and conferences on the global stage. Accenture Development Partnerships has actively participated at a number of these; including the Berlin Civil Society Global Perspectives 2012 Conference, the United Nations High Level Panel meeting in London on the Post-2015 Global Development Framework, and the World Economic Forum in Gurgaon. We were also pleased to help host a meeting with business that focused on the post-2015 health agenda and looked at areas such as what the priority health agenda could be, how to collaborate both across the sectors and business-to-business, and what governments and multilaterals could do to incentivize more private sector participation.

### Empowering — youth rights and empowerment

Faced with growing populations and shrinking employment opportunities, the challenges encountered by the youth are considerable. Over the past few months we have continued working with our non-governmental organization (NGO) clients on this issue, in particular looking at how to create long-term, scalable and replicable youth economic empowerment models.

We know that information and communication technology will have an important role to play, and so have focused on how the use of information and communication technology solutions can support youth to access information and training that will help support their skill development and, ultimately, enhance their employment opportunities.

### Harnessing — the power of business to better leverage the aid dollar

We continue to see great opportunity for the business and development communities to work together to positively drive both business and development outcomes. We recently completed a study with Business for Millennium Development in Australia, on behalf of the Australian Agency for International Development (AusAID), which established a fundamental body of evidence to characterize the nature of core business activities that Australian multinationals undertake in developing countries that also contribute to poverty alleviation. We will discuss the findings from this study in the 'C-Suite Priorities in International Development' section of this report.



**Louise James**

Executive Director of Global Programs  
Accenture Development Partnerships







## Talent Update

### Engagement — record number of employees and interns

During the past year, Accenture Development Partnerships has directly engaged close to 300 employees from 24 countries across the business and technology consulting practice of Accenture, and hosted 18 interns from top universities and business schools across the USA and Europe. Participation by both of these groups in 2012 has far exceeded previous levels. With the support of Accenture's global delivery network, these employees and interns have undertaken projects on client assignments across the world. They have brought their skills, enthusiasm and private sector knowledge to solutions addressing global development challenges while also gaining global perspectives.

### Expansion — taking our program to new countries across the organization

This year, we are excited to announce the launch of the Accenture Development Partnerships program in two new countries—South Korea and Brazil. We have ambitious plans to continue our expansion in 2013, launching in Nigeria and China in the first quarter of the New Year. A number of Accenture offices in Eastern Europe and the Middle East have also expressed interest in the program. This will significantly broaden our geographic diversity, enabling us to offer our clients the very best mix of Accenture talent from around the globe.

### Global Leaders Program — extending Accenture Development Partnerships to Accenture's commercial clients

Our new Global Leaders Program provides a leadership development opportunity for employees of Accenture's commercial clients. This program was developed in response to a growing trend whereby companies seek emerging market experience to help build the leadership skills of their employees.

Accenture Development Partnerships aims to annually place some 30 to 50 client employees on projects in Tanzania and Kenya, through the Global Leaders Program. Working alongside Accenture project teams, these participants will be immersed in the rapidly changing landscape of emerging markets, delivering solutions to development sector challenges in areas ranging from health and microfinance, to education, agriculture and energy.



**Angela Werrett**  
Human Resources Business Partner  
Accenture Development Partnerships

## Global Operations Update

### Convening — supporting cross-sector partnerships for our clients

With over 60 projects currently underway with 37 development sector clients, we continue to deliver mission-critical capacity support to the world's leading NGOs and help our donor clients deliver complex programs spanning agriculture, health, education, energy and economic development. We are proud to continue to serve the world's leading development NGOs and help them deliver high performance by leveraging our experience, technology, alliances and resources around the globe. More broadly, we are increasingly finding exciting opportunities to team with our development sector clients, identifying innovative coalitions to secure compelling and differentiated funding opportunities. This is helping our clients succeed in increasingly competitive markets that demand sustainable, market-driven solutions and innovation, to solve core development problems.

### Global reach — a global delivery model for development impact

Accenture Development Partnerships has a unique ability to draw on its skills, global assets and client networks to address development challenges. Accenture's network of over 250,000 market-ready employees, its relationships with over three-quarters of the Fortune 500, and a global network of sector and technology specific alliances, integrated with our unique not-for-profit model, supports our truly differentiated delivery of development programs across the world.

With Accenture offices in 120 countries worldwide, we have the ability to act swiftly to support increasingly complex development programs. We have used our offices and technology capabilities to host virtual conferences and support regional development efforts. We also plan to leverage Accenture's Global Delivery Network to drive our inclusive outsourcing, technology, and finance analytics work.

We have also seen great success in leveraging our innovation capabilities—including cloud, mobility, payment systems, and eLearning, to deliver long-lasting, scalable solutions tailored to the unique environment of the development world.



**Roger Ford**  
Executive Director of Global Operations  
Accenture Development Partnerships

### Specializing — drawing on client expertise through the Global Leaders Program

We expect to enhance our delivery model by leveraging skilled client personnel through our Global Leaders Program. This new program will allow us to incorporate and utilize subject matter experts recruited from the top employees of our Fortune 500 clients and embed them directly into our Accenture Development Partnerships programs, bringing more cross-sector expertise and innovative skills to our work, to further support market-relevant development outcomes.

# Mission Statement



Our mission is to have a significant impact on global development challenges by:

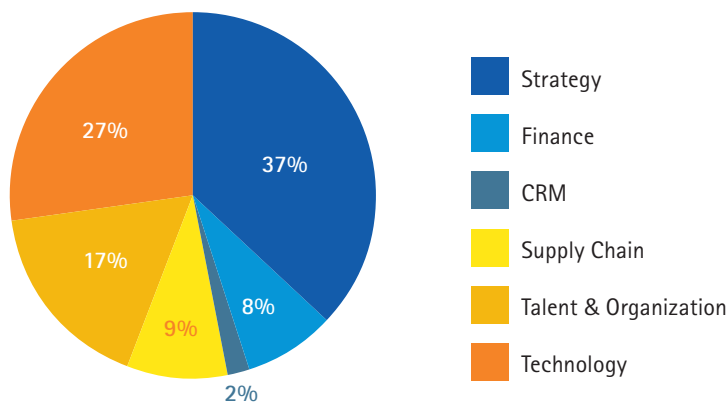
- Providing more international development sector clients with access to Accenture's top people, knowledge, assets and global network.
- Collaborating with our clients to help them become high performance organizations, and applying Accenture's business and technology knowledge to help them maximize their impact.
- Advancing more innovative solutions to international development challenges which are scalable, sustainable and outcome oriented.
- Fostering collaboration and alliances between the public, private and non-profit sectors in order to help address global development challenges.



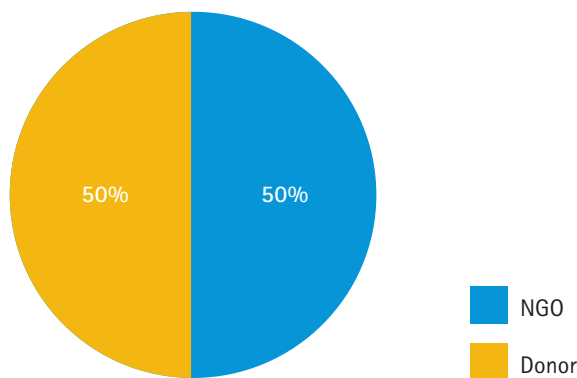
# Client Facts and Statistics

In 2012, Accenture Development Partnerships led 152 different projects for 73 different clients around the world. Of these 152 projects, 44 involved cross-sector collaboration and came under our Partnership Services offering. We directly engaged a total of 283 employees on projects, our highest number yet.

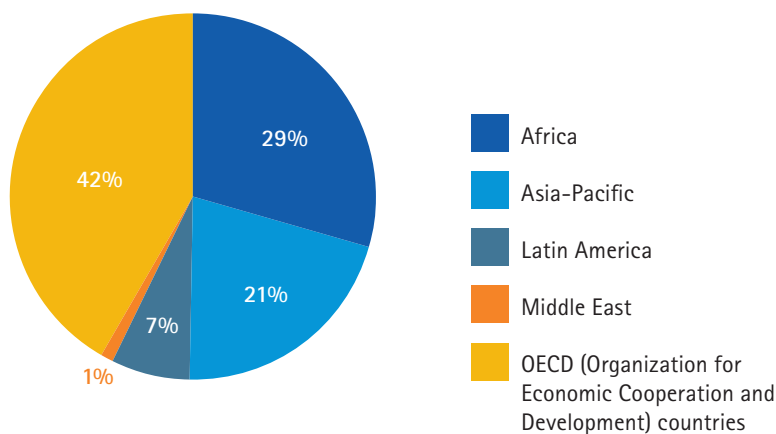
Accenture Development Partnerships projects by offering



Accenture Development Partnerships consulting days by client service group



Countries where Accenture Development Partnerships has worked by geographic region



# C-Suite Priorities in International Development

## The expanding role of business in development – dual agenda accelerates formation of multi-sector engagement models.

Emerging economies represent a significant business opportunity: they will drive 50% of global growth until 2020<sup>1</sup>, with household incomes in these countries expected to jump by more than \$8.5 trillion between 2010 and 2020<sup>2</sup>. An article recently published by Devex Impact – a global initiative by Devex and USAID,<sup>3</sup> succinctly describes the 'new normal' of international development: "Formerly a sector dominated by donors, multi-laterals and NGOs, now corporations are at the table, bringing with them new ideas, new funding sources and new questions about the most effective way to lift the world's poor out of poverty." It is clear that issues once deemed social have become strategic.

As the 2015 deadline of the Millennium Development Goals looms closer, discussions are highlighting the need for the private sector to be more involved in the design and implementation of any new development goals. It is a great opportunity for development sector organizations to leverage the

role of business in development – particularly where core business activities have social outcomes – to help achieve scalable and sustainable poverty alleviation.

The *Business in Development Study 2012*, commissioned by AusAID (Australian Government Overseas Aid Program) and carried out by Accenture Development Partnerships and Business for Millennium Development<sup>4</sup>, puts a spotlight on the opportunities for engagement and collaboration between international aid and other civil society organizations and businesses operating in developing countries. It also highlights a clear trend away from philanthropy and corporate social responsibility to core business activities that have a poverty alleviation impact. This is scalable and sustainable in a way that corporate social responsibility is not. Although the study focuses on Australian multinational businesses, the findings have a much broader application.

### Drivers of business in development

The Business in Development Study reported that the strongest driver for business to undertake poverty alleviation activities is enhancing and mitigating risks to brand, trust and reputation. This is consistent with the findings of the United Nations Global Compact and Accenture CEO Study 2010, *A New Era of Sustainability*. As part of this study, the CEO of GlaxoSmithKline PLC Andrew Witty comments "To be a successful and sustainable business, we must fulfil our social responsibilities and build trust with our stakeholders."

Ninety-three per cent of business executives included in the Business for Development Study agreed that business can play an important role in contributing to poverty alleviation.

Enhancing and mitigating risk to brand, trust and reputation was the greatest driver identified in the Business in Development Study.

At GlaxoSmithKline, this meant fundamentally rethinking its approach to intellectual property and pooling patents for neglected tropical diseases, as well as its pricing strategy for drugs in emerging and least-developed countries, to facilitate affordability and better access to critical medicines. Other motivations can vary across sectors. Organizations in the mining and energy sectors, for example, have a direct operational footprint in developing countries, and consider employee engagement and recruitment the top driver for undertaking poverty alleviation activities. Technology companies often invest in development to access new markets and increase product awareness, while agriculture-based companies might develop inclusive models to access land and sustainable supply chains.

"That economic growth is the primary driver of poverty reduction is well evidenced. On average, four fifths of poverty reduction in recent decades can be attributed to growth in average incomes"

"By catalysing more private investment and deepening private sector links into communities we can multiply the reach of the private sector and increase the opportunities for poor people"

Source: Department for International Development UK, *The private sector and prosperity for poor people*, 2011

1. The Economist, *The Emerging Emerging Markets*, Nov 2010

2. <http://www.accenture.com/us-en/outlook/Pages/outlook-journal-2012-finding-growth-off-the-consumption-curve.aspx>

3. *Development Disrupted: How Business is Changing Development*, Andrea Useem, Nov 2012

4. The Study can be downloaded from [www.accenture.com/adp](http://www.accenture.com/adp)

## Barriers faced by businesses operating in developing countries

The Business in Development Study highlighted two key barriers—complexity of implementing programs (61 percent of study respondents) and competing strategic priorities (55 percent). Complexity refers to the challenges of engaging with the community and local issues, and engaging with developing country governments—areas where civil society organizations and the public sector can assist. Competing strategic priorities refers to the reluctance of business leaders to invest in developing countries where there is no viable business case to do so. Here again, however, the positive development impacts that may result from entry of business to a particular geography may incentivise civil society or government entities to invest or develop less onerous policies that facilitate business initiatives.

The Study identified a willingness among business leaders to explore new ways of partnering. Business leaders see the immense potential of combining efforts to achieve a shared goal, but are also aware of the practical challenges. Finding common ground upon which to effectively engage with businesses will require a strategic approach based on mutual priorities.

## The future for business in development

Business is increasingly aware of its limitations when operating in emerging markets. Indeed, the challenges presented by the convergence between business objectives and developmental impact are too complex, entrenched and systemic in nature, for any single entity or sector to solve alone. In response, we are increasingly seeing the formation of complex, multi-stakeholder coalitions that blur organizational and sectorial boundaries, leverage the skills, capabilities and financial resources of both development actors and business players, and harness innovation to create new hybrid business models and value chains.

A prime example of how businesses can extend their activities in emerging countries to commercial advantage, while also addressing social development issues is the profit-sharing business model for contract farming that Advanced Chemical Industries (ACI) has developed in Bangladesh with the assistance of the UK's Business Innovation Facility and the non-governmental organization Practical Action.

## Advanced Chemical Industries (ACI) Agribusiness' contract farming model offers commercial and social benefit

With a significant presence in the agricultural industry in Bangladesh, including an extensive distribution network and seed-to-shelf business operations, ACI's Agribusiness division wanted to create a first-of-its-kind inclusive profit-sharing contract farming model in Bangladesh that would generate sustainable commercial and socio-economic value. The new model, farming tomatoes, also aims to improve the integration of ACI business units across the value chain; increasing profits and supply chain quality and sustainability. At the same time, it will help to improve the livelihoods and prospects of poor landless farmers, currently obliged to lease land with no formal access to production finance or an effective route to market.

The initiative was co-funded by ACI and the Business Innovation Facility, a UK Department for International Development facility, supporting inclusive business models. Accenture Development Partnerships teamed with ACI business units, the local Business Innovation Facility team, and leading international NGO, Practical Action, to design the operating and financial model and create a road map for piloting and rolling out the contract farming initiative.

The result is an innovative contract farming initiative, run by a new cross-sector coalition with a more effective business model that strikes the balance between commercial and social returns for both ACI and beneficiary farmers.

Implementation of this initiative could see the creation of 100 jobs for landless farmers by the end of year one, and around 5,000 new jobs by the end of year three. Income growth per year for farmers is estimated at 30 percent initially.



# Insight — cross-sector perspectives from the field

ASM Saifullah, Coordinator – Market Assessment & Value Chain Development, Practical Action

M. Saifullah, Head of Strategy ACI Agribusinesses

How has this new contract farming business model helped to meet key objectives and what elements of the model do you find to be most innovative?

**Practical Action:** This model will help provide landless farmers with sustainable jobs, as well as private sector skills and resources. It can mitigate the difficulties faced by farmers in accessing finance, inputs and markets. In addition, it provides creative pricing models for effective negotiation with farmers.

**ACI:** This contract farming model assimilates both commercial and social objectives via an intermediary operating model. It is the first time a partnership and business model for contract farming of this kind has been run in Bangladesh.

What were your roles and responsibilities in this cross-sector partnership?

**Practical Action:** Our task is to engage farmers to participate in the project, to support the relationship between farmers and ACI, provide on-the-ground presence to monitor farmers, and record and report performance indicators to evaluate the success of the project.

**ACI:** The ACI Contract Farming Project Team manages the Contract Farming Project and relationships between Practical Action, farmers, ACI business units and leadership. We establish contracting terms with farmers, coordinate inputs, buy produce, and sell to the external market.

What's next? Are there any future plans for this partnership?

**Practical Action:** We will evaluate the success of the model, decide feasibility and approach for scale-up, and make adjustments to the operating model where required. The pilot could be replicated on other crops (besides

tomatoes) and in other regions of the country. At present, the partnership is on-going, with continued pilot and evaluation support from the Business Innovation Facility, via its country managing team in Dhaka.

What advice would you give to another private sector company embarking on a similar cross-sector partnership? Were there any valuable lessons learned?

**Practical Action:** Partnerships require open communication on objectives and planning. Pre-project internal planning on objectives and organizational structure is important and can benefit from inputs from an independent specialist. Leadership support is needed to generate buy-in and to set common goals.

**ACI:** Partners must be prepared to be open-minded and flexible regarding objectives, new ways of working and business methods.

## Accenture Partnership Services

While the potential benefits and opportunities enabled by multi-sector collaboration can be significant, utilizing this as a vehicle to drive innovative solutions is not an easy feat. Some of the challenges observed in practice include:

- Agreeing a common vision, strategic objectives and a solution
- Identifying and brokering of the right set, and optimal number of partners

- Appreciating each partner's contribution and unique objectives
- Cultural differences across the sectors
- Gaps in the capabilities and skills required to partner effectively, execute and scale solutions
- Time and resource constraints
- Lack of appropriate governance
- Insufficient or misaligned performance management

Accenture Partnership Services helps our clients address these obstacles and harness innovation via new partnering, business and value chain models in

emerging economies—examples of which are showcased in the next section of this report.

Through this experience, we have gained some key insights into the foundational elements that are required for partnership success.

## Building Blocks for Successful Partnerships: Driving Cross-Sector Engagement from Strategy through to Evaluation

### Building a Solid Foundation for an Effective Partnership

Creating a solid foundation for an effective partnership

In addition to ensuring the partnerships are structured, managed, monitored and scaled effectively, we have also been working closely with clients to shape and deliver the solutions themselves. For example, an issue that is top of mind for both the development and private sector is global food security. Most recently, Accenture Development Partnerships

### Partnership Facilitation & Implementation

Facilitating and delivering impactful projects through effective partnerships

and Accenture Sustainability Services hosted an event in the Minneapolis area, focused on *Driving Business Growth While Solving the Global Food Challenge*. Accenture leadership from both groups guided a solutions-oriented discussion with C-suite representatives from six multinational food and agribusiness corporations. Our clients found this to

### Partnership Evaluation

Robust monitoring and independent evaluation of partnerships, impact and value

be an invaluable opportunity to engage with industry peers and discuss practical cross-sector solutions to secure sustainable, inclusive and transparent supply chains.

Additional types of cross sector solutions we are seeing develop are shown below:

### Market Growth for Base of the Pyramid

Developing and implementing innovative business and delivery models to alleviate poverty

### Inclusive Supply Chains

Creating sustainable livelihoods through supply chains

### Sustainable Community Impact

Investing in the communities where companies operate

# Innovation & Impact in International Development



Accenture Development Partnerships works in eight focus areas — health, education, agriculture, nutrition, financial inclusion, energy, emergency preparedness and response, and water and the environment.

In this section we provide a snapshot of the challenges and trends in each of these areas, while also highlighting the innovative opportunities afforded by technology and cross-sector engagement. The supporting case studies highlight the innovation and impact our work is delivering for our clients in the international development sector. A number of projects showcase the benefits of innovative technologies, while others highlight our capabilities in organizational strengthening, partnership services, and program innovation and delivery.



# Health

Information and communication technology interventions and the growing role of global alliances are changing the landscape when it comes to health programs that address development issues.

In developing countries, information and communication technology advances the focus on the decentralization of care delivery, enabling more and better quality care outside the traditional hospital setting through remote clinical monitoring of patients, improved administrative efficiency, and remote diagnosis and treatment via telemedicine. But to be more effective, information and communication technology driven health solutions need to be appropriate—suited to the often limited infrastructure of developing countries, and able to scale. There are also other fundamental health system challenges that need to be addressed; introduction of best practices, skills and leadership strengthening, and the implementation of standards and enabling regulatory and legal frameworks are increasingly important.

Global partnerships and private sector funding are helping to address these challenges. Over 70 global health partnerships currently facilitate research and development, technical assistance, advocacy or financial support. In this new landscape, traditional models of funding and service delivery are being challenged, and new opportunities are being created.

Accenture Development Partnerships can assist health organizations to strengthen organizational capacity and supply chains, evaluate business models for low income access to medicines, and foster the coalitions necessary to grasp this opportunity. Our extensive experience in the health sectors of developing countries and our strategic relationships with global health coalitions, such as the Global Business Coalition on Health, are supported by Accenture's extensive global commercial health practice of over 10,000 professionals, and a mobility practice of over 2,500 core resources across four continents offering mobile healthcare services.

## Helping the Global Alliance for Clean Cookstoves assess markets in 16 countries for clean and efficient household cooking solutions

Nearly three billion people across the developing world still cook their food each day over an open flame or on a crude cookstove. These methods are inefficient, unhealthy, and unsafe, and the resulting indoor air pollution leads to nearly two million deaths a year worldwide. The Global Alliance for Clean Cookstoves, a public private partnership led by the United Nations Foundation, hopes to address this problem by developing a global market for more efficient cooking devices and fuels.

### How we helped

Accenture Development Partnerships conducted an assessment of the cookstove markets in 16 countries, providing a detailed snapshot of these markets to help focus research, development, manufacturing and promotional activities in individual countries, and provide solid guidance for manufacturers, fuel suppliers, governments, donors, and other stakeholders.

### The results

Accenture Development Partnerships' work with the Global Alliance for Clean Cookstoves has helped to provide a fresh perspective on the barriers that have prevented the successful scale-up of clean cookstoves projects in the past, and helped identify areas of cooperation between different actors in this space that will support a move from donor-dependent initiatives towards thriving local, regional and global clean cookstove markets.



# \$23 billion

A new industry study has predicted that the mhealth industry will be worth \$23 billion by 2017<sup>5</sup>

5. Touching lives through mobile health: Assessment of the global market opportunity, GSMA, February 2012

# Education

Technology is a key driver of innovation in education.

Information and communication technology interventions in education typically fall into one of five categories: supplying devices and connectivity; technology literacy training; distance learning; developing and disseminating digital learning materials; and developing education management information systems to enable improved administration.

Among the major challenges in information and communication technology for education, is a lack of understanding of both impact and application. Besides typical infrastructure challenges, there is a shortage of teacher training and skills development, no standard repositories for digital content and a lack of up-to-date national policies for information and communication technology in education.

Public-private partnerships can assist low-income countries to meet education demands and raise the overall quality of teaching through increased access, greater organizational flexibility and an increased level of risk-sharing.

Accenture Development Partnerships offers a range of services in education, from information and communication technology in education strategy and organizational design, to designing and implementing educational solutions and establishing and managing alliances with the private sector. Our work is supported by Accenture's global commercial education offerings which includes the development and delivery of education solutions for the corporate sector by over 7,500 Accenture professionals, across eight global content development centers and five learning support centers; our strategic relationship with the Global Business Coalition for Education, which brings together corporate leaders committed to delivering decent quality education for all of the world's children; and our considerable experience in developing multi-partner education programs to assist several developing country governments, including Haiti, Tanzania and Ethiopia.

## NetHope: Empowering youth through IT skills

One of the many devastating side effects of the 2010 earthquake in Haiti was to worsen an already acute shortage of qualified IT professionals. NetHope Inc., a non-governmental organization that brings together the knowledge and power of 37 leading international humanitarian organizations, asked Accenture Development Partnerships to design an information and communication technology skills training program that would provide multichannel training (classroom-based, online and on-the-job) to make talented, computer-literate Haitian youth more employable.

### How we helped

Accenture Development Partnerships collaborated closely with Accenture Learning to design a skills training program that was sustainable and engaged with NetHope's member organizations in Haiti to assess the situation and identify their needs.

The Accenture Foundation provided funding support for the program via its Skills to Succeed Program.

### The results

Accenture Development Partnerships developed a set of robust tools and processes and helped NetHope select and implement a learning management system. Based on the success of the NetHope Academy in Haiti, the program was expanded and rolled out to Rwanda, Kenya and South Africa. The NetHope Academy aims to graduate about 1000 young people by 2015.



# 7,500

Our work is supported by Accenture's global commercial education offerings which includes the development and delivery of education solutions for the corporate sector by over 7,500 Accenture professionals.

"The Accenture team brought us a mix of expertise and amazing work ethic that impacted every aspect of our project. The winners in this case are the youth in Haiti and Africa that are getting their first full time jobs as IT professionals."

Frank Schott, Senior Global Program Director at Nethope

# Agriculture

This year has seen the return of rising food prices in the face of severe droughts and other extreme weather conditions.

The spotlight continues to shine on boosting smallholder productivity, enhancing global food security and achieving more sustainable agricultural systems. The role of technology to help address some of these challenges is increasingly recognized and was endorsed at the Rio +20 United Nations Conference on Sustainable Development in 2012. Some leading examples include; mobile technology to enable rapid access to information (e.g., accurate weather forecasts); new information and communication technologies to help foster smallholder inclusion in commercial supply chains (e.g., applications to assist with logistics, traceability and product differentiation); and mobile money transfer systems that provide farmers with the ability to exchange, save and borrow small amounts of capital.

The potential for information and communication technology enabled services is huge. However, technology is never a standalone solution. Long-term secure financing, enabling institutional environments, investment in infrastructure, capacity development among smallholders and access to skills and resources, credit, and markets are all important.

To develop sustainable agricultural systems, cross-sector coalitions between civil society, and public and private sectors are increasingly necessary. Accenture Development Partnerships has 10 years of experience working on private sector and field projects in agriculture, providing capabilities in project management, supply chain and innovative models for sustainable business. With the support of Accenture's global technology and mobility specialists, as well as the 200 employees in Accenture's global agricultural group, we have a distinctive ability to support the future of sustainable agriculture.

## A new franchise model for veterinary services in Africa

### Accenture Development Partnerships helps strengthen Sidai Africa's business model

Sidai Africa Ltd. aims to launch 150 branded franchises, delivering high quality, affordable veterinary and other livestock services to marginalized farmers across Kenya by 2015. The franchising model will allow it to better leverage financial and human resource capital. However, this is a relatively untested approach to expansion for a social enterprise, and in Africa in general.

### How we helped

Accenture Development Partnerships carried out a business assessment of Sidai Africa, evaluating the sustainability of its business model and identifying opportunities to strengthen its operations. The assessment covered six major evaluation areas, namely Sidai's IT systems, franchisee and franchisor performance, supplier relationships, governance and staffing. The final deliverables were—a financial model for the business that helped Sidai understand its working capital requirements; business recommendations which concentrated on strengthening Sidai's business model, its franchise operating model, and the organization's overall growth strategy; and 18 detailed IT recommendations.

### The results

The Sidai business model is complex. This business assessment assisted the organization to zero in on some of the most critical levers for business success. This assessment also validated the franchise model as the best way forward.



# 70%

70 percent of the world's poor live in rural areas<sup>6</sup>

6. <http://data.worldbank.org/topic/agriculture-and-rural-development>









# Nutrition

Malnutrition is a global issue that affects billions. Facilitating access to food of adequate quality and quantity is the goal, yet this is a complex issue.

Interventions in nutrition concentrate on food security and malnutrition. Information and communication technology solutions can play a vital supporting role, helping to establish sustainable end-to-end supply chain solutions, assisting with education and behavioral change, and drawing on existing interventions in water, agriculture and health.

Malnutrition is an issue that impacts organizations across sectors. Given that food is often purchased in formal and informal marketplaces, private sector companies of all sizes can play an extremely important role, particularly in upstream value chain nutrition interventions and the development of specifically-tailored products and services. This is reflected in the growth of cross-sector coalitions to address nutrition. The Scaling Up Nutrition (SUN) movement offers a good example. Led by participating country governments, it brings together partners across civil society, the public and private sectors.

Accenture Development Partnerships has supported several cross-sector coalitions to help meet the growing need for access to quality food, including the continued collaboration with the Global Alliance for Improved Nutrition (GAIN). Our experience of developing cross-sector engagement models, allied with the support of Accenture's global commercial practice, helps Accenture Development Partnerships support its clients to deliver sustainable, high-quality food programs across the world. Our experience in program management, value chain analysis, business and delivery model design, and behavior and change, can help advance holistic, market-based solutions.

## Project Laser Beam

Project Laser Beam is a five year, multi-million dollar public-private partnership that seeks to significantly reduce child under-nutrition. This ground-breaking partnership brings together the expertise of United Nations agencies, private-sector companies and non-governmental organizations. The goal—to implement holistic solutions to address child under-nutrition, with a specific focus on the key contributing factors of nutrition, hygiene and livelihood. The main challenges for this unique partnership are to effectively utilize each partner's core proficiency to produce a scalable, sustainable and replicable model, and that structured and rigorous coordination is put in place.

## How we helped

The Accenture Development Partnerships team worked closely with the various partners to develop the agreed frameworks for Project Laser Beam. The team also facilitated collaborative engagements and coordinated program management office activities.

## The results

With support from Accenture Development Partnerships, Project Laser Beam now has a working governance model to monitor that the partnership is governed, managed and operated in a structured manner at global and country levels.

Accenture Development Partnerships is currently helping Project Laser Beam partners set up and manage the global secretariat, coordinate global and country activities, and provide support in new partner engagements.



# 925 million

One in seven (925 million) people do not get enough food to be healthy and lead an active life<sup>7</sup>

7. <http://www.un.org/en/globalissues/briefingpapers/food/index.shtml>

# Energy

There is great opportunity in developing countries to complement traditional energy solutions with renewable energy sources such as solar, wind and hydroelectric power.

This will assist to expand access, build future capacity, and minimize the impact of energy on the environment. There is also significant opportunity to facilitate wider and more effective access to all power sources for low-income segments through the use of information and communication technology solutions. Electrical metering and prepaid or mobile payment models are typical examples of the convergence of energy and information and communication solutions. The main challenge however, will be to bring scalable energy initiatives to those who need it, fast enough to meet growing demand.

Accenture has played an important role in supporting the United Nations in its Sustainable Energy for All initiative. Its commitment to use access to energy as a means to drive development imperatives is also captured in the Energy Access for Development Impact initiative—a new Clinton Global Initiative commitment to action which supports efforts to explore and promote technologies, consortium models, and frameworks of cooperation that can make clean energy a reality. This initiative is supported by the 7,000 professionals that make up the Accenture energy industry group, the 5,600 employees based at Accenture's Energy Centre of Excellence in India, and Accenture's commercial client relationships. Accenture Development Partnerships leverages this network as a basis to bring together interested NGO, public sector, and private sector partners to find new ways to address energy poverty.

As the following case study highlights, addressing energy poverty is a complex issue that requires bringing together multi-stakeholder partnerships and establishing organizational structures that allow all parties to work together in a financially sustainable way.

## A business plan for The International Centre for Climate Change and Development

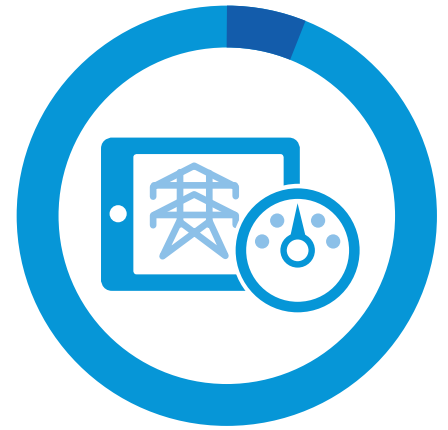
The International Centre for Climate Change and Development (ICCCAD), based in Bangladesh, focusses on climate change research and adaptation. As a newly set up organization facing a variety of external uncertainties, ICCCAD needed a business plan to help it realize its vision and mission.

### How we helped

Accenture Development Partnerships engaged with ICCCAD's key partners—the International Institute for Environment and Development which helps ICCCAD manage international donor funds; the Independent University of Bangladesh which hosts ICCCAD; and the Bangladesh Centre for Advanced Studies, a research partner—to fully understand the business challenges, and align these stakeholders with regard to ICCCAD's mission, vision and strategy. It then helped develop a five-year business plan for ICCCAD, detailing how the organization can grow towards reaching its objectives. The deliverables comprised a market overview, business and operational strategy, a financial model, critical success factors, a roadmap, and implementation plan.

### The results

With a business plan in place and strong alignment among stakeholders on vision, mission and strategy, ICCCAD has a clear view of the path it must take to achieve its goals.



# 1.3 billion

Across the world, 1.3 billion people lack access to electricity



# Financial Inclusion

More than half the world's working-age population does not have access to quality, affordable financial services.

To achieve a more inclusive financial system, organizations are developing an increasingly sophisticated understanding of how to meet the needs of lower-income customers. Advances in technology, specifically improved data transmission, collection and analysis, are facilitating low-cost distribution and scalable risk-management practices. Other information and communication technology led interventions include tablets to provide remote access to banking services, branchless and agent banking models, and Internet-based peer-to-peer lending that links developed world capital to developing world entrepreneurs.

Progress is still inhibited, however, by lack of IT literacy, underdeveloped infrastructure, and inadequate institutional capacity among microfinance institutions.

Increased cross-sector collaboration in delivering low-income financial services has seen global microfinance institutions and regional partner networks established. Examples include FINCA and Grameen Bank, and the Global Partnership for Financial Inclusion, a platform for G20 countries and other stakeholders to develop work on financial inclusion. These partnerships consolidate the effective delivery channels and financial expertise, capital and operating scale of the private sector with the influence and change enablement of governments and central banks.

Accenture Development Partnerships continues to work with leading finance inclusion organizations from the development, public and private sectors to advance access to finance in developing countries. It is supported by the more than 34,000 experienced professionals in Accenture's Financial Services practice, and the 2,500 resources in Accenture's Mobility practice.

## VisionFund

Accenture Development Partnerships worked with VisionFund Tanzania to develop a cashless and branchless savings solution for Tanzania's largely unbanked and under-banked rural communities—a segment representing almost 75 percent of the country's 43 million people. Accenture Development Partnerships worked with VisionFund leadership and partners to understand customer needs and market potential, and design the proposition strategy, operating model, financial plan and implementation roadmap for this pioneering mobile technology-based savings product. This solution will assist to meet essential needs around building up lump sums for emergencies, large purchases related to livelihoods or to manage volatile cash flows.

## Opportunity International

Accenture Development Partnerships worked with Opportunity International, a non-profit organization providing microfinance solutions, to perform an operational effectiveness review that would position Opportunity's African operations for growth and increased performance. The objective was to identify and design initiatives aimed at improving core planning, governance and operational processes that would allow Opportunity to more effectively and efficiently fund and finance partners, and serve its core beneficiaries and donors. Accenture Development Partnerships assessed Opportunity's current position and target operating model, identified critical gaps and worked with a representative leadership group to design and agree initiatives that will deliver those key improvements.



# 2.5 billion

More than 2.5 billion adults around the world lack access to a formal bank account <sup>8</sup>



# Emergency Preparedness and Response

The scale, frequency and severity of rapid onset humanitarian disasters will continue to grow in coming years, driven by the effects of climate change. Rapid population growth and mass urbanization will further accentuate the risks.

Information and communication technology can help to forecast, pre-empt and react to humanitarian emergencies. Geographic Information Systems such as satellite imagery and Automatic Weather Stations can play a key role in disaster risk management, both on the ground and remotely, while logistics and operations systems can improve the coordination of rapid response capacities. Technology can also assist to drive the high levels of synchronicity needed between all parties to enable a more effective response to humanitarian disasters.

In recognition of the fact that the success of emergency response programs depends on close collaboration between the public and other sectors, a number of partnerships within and across sectors have been established to build pre-emptive and reactive emergency response mechanisms.

With considerable experience in this sector, Accenture Development Partnerships is well positioned to assist clients in disaster affected areas, long after the media spotlight fades, focusing on long term economic development programs that help build community resilience for future disasters. Among others, we have established a strategic relationship with NetHope Inc. to support the use of technology to modernize the delivery of humanitarian aid, and have helped SUSTAIN Global Partnership develop a supply chain platform for more efficient delivery of humanitarian aid. We have also delivered multiple projects in Haiti since the earthquake, spanning education, operational effectiveness and monitoring and evaluation.

We have proven ability to drive, implement and evaluate cross-sector alliances, and can leverage Accenture's extensive technology capability to provide support for information management, monitoring and evaluation, and supply chain and logistics activities in support of emergency preparedness and response.

## SUSTAIN Global Partnership – building a shared services model for the humanitarian supply chain

Humanitarian agencies face serious supply chain challenges. SUSTAIN Global Partnership aims to address these challenges by providing a common, integrated supply chain solution for humanitarian agencies, helping improve synergies across the supply chain and increase the impact of non-profit organizations.

### How we helped

Accenture Development Partnerships, at the request of World Vision and CARE, who back the formation of SUSTAIN, leveraged Accenture's extensive commercial supply chain experience and project management practices to assist SUSTAIN Global Partnership in the development of a supply chain and procurement solution for the humanitarian sector, making it possible for the sector participants to realize the benefits of the shared services model. Aggregation, joint supply chain planning, and the reduction of infrastructure, process and asset duplication all provide great opportunities for obtaining economies of scale.

### The result

SUSTAIN Global Partnership now has a clear value proposition, backed up by data that it can use to refine its business plan and secure long-term funding. Accenture Development Partnerships also developed a technology strategy and road map to support that plan.



# 375 million

Experts predict that humanitarian disasters could affect 375 million people every year by 2015<sup>9</sup>.

9. DfID Humanitarian Response Review, <http://www.dfid.gov.uk/Documents/publications1/HERR.pdf>

# Water & the Environment

Almost 800 million people worldwide lack access to safe water, an issue that drives increased poverty and negatively affects health and livelihoods.

The primary problem is rarely one of physical scarcity; rather, it is one of poor resource management, unequal distribution of the water supply services, and inadequate sanitation. Pro-poor clean water initiatives, backed by sufficient investment and education are vital to address this issue.

Information and communication technology is proving a useful tool to link water and environmental initiatives in developing countries. Information and communication technology drives specialized information systems for monitoring and managing resources, and IT-enabled education initiatives help bring the required best-practice sharing and behavioral change to achieve successful outcomes. Approaches to these challenges rely increasingly on the many water-specific partnerships that exist to raise awareness and increase investment in enabling technologies.

Accenture Development Partnerships can use its global networks and assets to support development initiatives in water, specifically access to water and sanitation matters. We are supported by our collaborative relationships with the World Economic Forum, the United Nations Global Compact and the Carbon Disclosure Project, as well as our alliance with Accenture Sustainability Services, through which we work across sectors and geographies to help integrate sustainability approaches into our client's strategies, operating models and critical processes. Another key supporting asset is Accenture's Innovation Centre for Utilities, a research entity focused on facilitation of industry dialogue and thought leadership development across key industry areas—policy and sustainability, customer influence, technology, innovation, capital, talent and resources.

## A Water Information Sharing Platform (WISP) to improve planning, program management and access

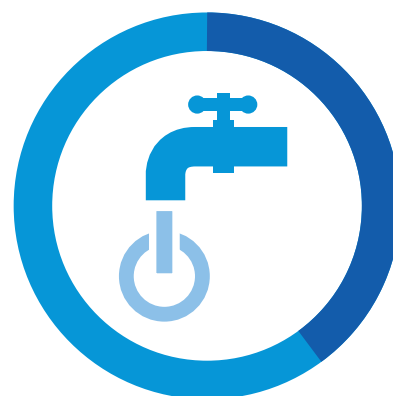
Water Information Sharing Platform (WISP) is a project to share water information across multiple NGOs to improve the planning and implementation of humanitarian water programs, and ultimately help improve access to clean water and sanitation for communities in developing countries. NetHope, Inc. launched the program as part of its Innovation for Development Program with assistance from Accenture Development Partnerships. The Water Information Sharing Platform is supported by USAID and several NetHope members, and makes use of Geographical Information Systems technology from ESRI.

## How we helped

Accenture Development Partnerships provided overall program management and strategy support for the initial concept. It facilitated workshops with management and water specialists across participating organizations to help gain agreement on project direction and expected outcomes. For the proof of concept, Accenture Development Partnerships developed project documentation and a formal project charter to help improve coordination across the different stakeholder groups. It also developed concept notes and overview presentations to share the program concept across the wider NGO community in forums and conferences, and created funding proposals for sharing with donors to gain support for future phases of the program.

## The results

The program strategy was completed in association with several NetHope members, and a proof of concept focused on East Africa was implemented in 2011, with Catholic Relief Services, World Vision and Millennium Water Alliance. Through the NetHope consortium, participating members are continuing to build on the initial capability of the Water Information Sharing Platform through development of a shared, cloud-based Geographic Information Systems solution that can be extended into other program areas beyond water and sanitation.



# 40%

2.5 billion people in the world do not have access to adequate sanitation, almost 40 percent of the world's population<sup>10</sup>

10. Progress on Drinking Water and Sanitation 2012 Update, UNICEF and World Health Organization 2012

# Summary

We strive to achieve impact for our clients and the communities they serve by offering services in the following areas:

## Organizational Strengthening

The management and operational challenges that developmental organizations face are often similar to those faced by the private sector—from implementing new strategies that require significant organizational change, to improving the efficiency of support functions, to utilizing information technology to inform management decision making. We draw on Accenture's unparalleled management and technology consulting capabilities to help our clients address these challenges by adapting and applying relevant leading practices from the private sector to their organizations.

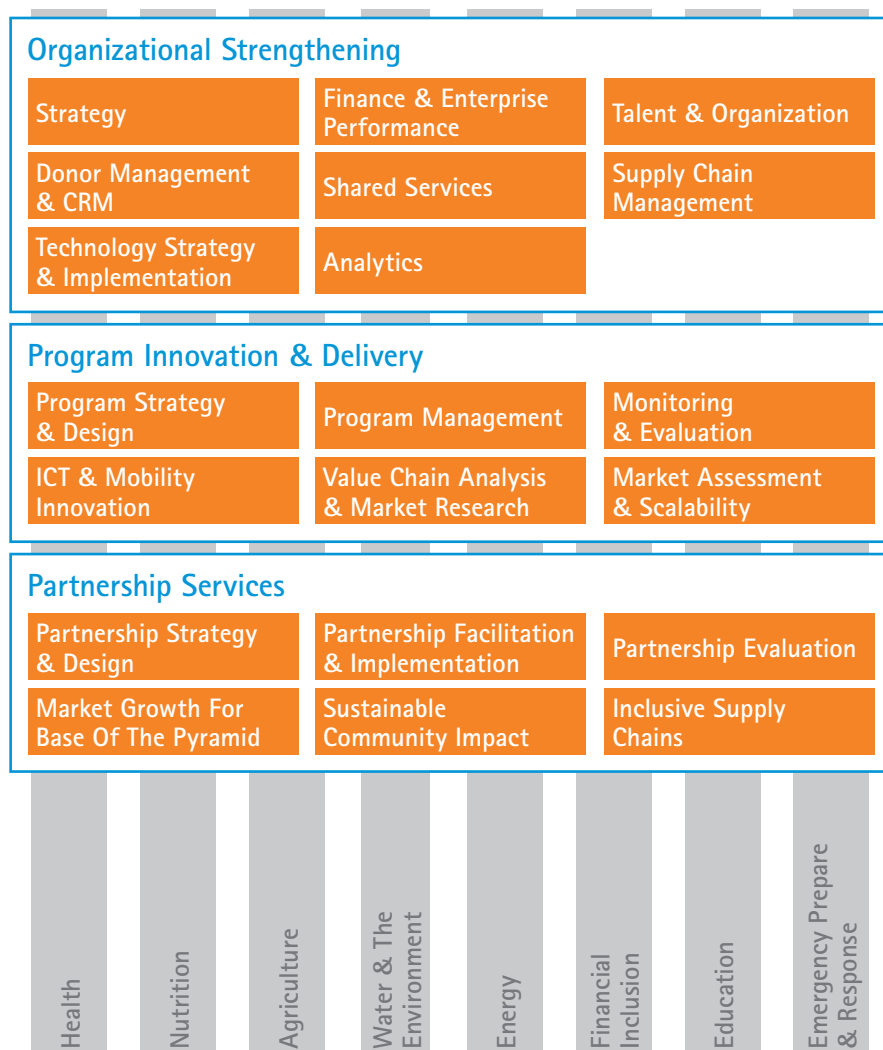
## Program Innovation & Delivery

We team with our clients to introduce private-sector thinking and innovation to their programs in areas ranging from health and education, to financial inclusion and nutrition. We bring world class professionalism in project and program management, proven tools and methodologies for measuring program performance, and experience in the integration of technology and mobility solutions to enable field programs.

## Partnership Services

We bring together organizations from across the public, private and non-profit sectors to participate in innovative business and delivery models that provide increased reach and sustainable impact.

## Accenture Development Partnerships







# Find out more

Visit [www.accenture.com/adp](http://www.accenture.com/adp) or  
contact a member of the team.



## Roger Ford

Executive Director of  
Global Operations, Accenture  
Development Partnerships

Washington DC

+1 703 947 1618

[f.roger.ford@accenture.com](mailto:f.roger.ford@accenture.com)

Roger Ford has served as Executive Director of Accenture Development Partnerships' Global Operations since 2006 and is responsible for executing its business strategy. He manages Accenture Development Partnerships' programs in over 70 countries and drives expansion into new markets and geographies. He also manages relationships with Accenture Development Partnerships' key clients across the globe and helps broker global development alliances involving Accenture's commercial clients and international development sector organizations. Roger has over 20 years' experience in implementing strategic organizational change and transformation programs for global Fortune 100 corporations, government agencies, non-profit organizations and leading educational institutions.



## Louise James

Executive Director of Global  
Programs, Accenture  
Development Partnerships

London

+44 20 7844 7301

[louise.c.james@accenture.com](mailto:louise.c.james@accenture.com)

Louise James is the Executive Director of Global Programs for Accenture Development Partnerships. Louise leads Accenture Development Partnerships' work globally with donors and international NGOs and has a particular focus on cross-sector partnerships. Prior to working with Accenture Development Partnerships, Louise consulted within Accenture's supply chain practice across a number of industries including chemicals, consumer goods and retail. Louise sits on the board of BOND and in 2011 was selected as one of Devex's 40-under-40 International Development Leaders in London.



## Morgana Ryan

Asia Pacific Lead,  
Accenture Development  
Partnerships

Melbourne

+61 4 1932 9512

[morgana.ryan@accenture.com](mailto:morgana.ryan@accenture.com)

Morgana Ryan is the Asia Pacific Lead for Accenture Development Partnerships. She has over 15 years of experience working across a range of strategic, business process and IT assignments spanning the private and development sectors. She currently leads Accenture Development Partnerships' work in the Asia Pacific region and manages the relationship between Accenture Development Partnerships and the Accenture offices in the region. She has specific expertise in international NGO organizational strategy and structure. Previously, as part of Accenture's resources practice, Morgana worked in the Middle East, Africa, Europe and Asia. She is co-author of the *Business in Development Study 2012*.



## Gib Bulloch

Executive Director,  
Accenture Development  
Partnerships

Geneva

+44 20 7844 5601

[gib.j.bulloch@accenture.com](mailto:gib.j.bulloch@accenture.com)

Gib Bulloch is the Founder and Executive Director of Accenture Development Partnerships. With 15 years' experience in the field of Corporate Responsibility,

Gib travels and works extensively in developing countries and is a regular speaker on the role of business in development, cross-sector partnerships and social entrepreneurship in a corporate context. He has an honours degree in engineering, an MBA from Strathclyde University, and a post-graduate certificate in cross-sectoral partnerships (PCCP) from Cambridge. He is also a Visiting Fellow at the Doughty Centre for Corporate Responsibility and serves on the US Board of the END Fund and the Board of DFID's Business Innovation Facility.



## Angela Werrett

Human Resources  
Business Partner, Accenture  
Development Partnerships

London

+44 20 7844 3685

[angela.werrett@accenture.com](mailto:angela.werrett@accenture.com)

Angela Werrett is the Human Resources Business Partner for Accenture Development Partnerships. She has been with Accenture Development Partnerships since its launch in 2003 and leads its global operations. Her responsibilities include the rollout and management of the program across the Accenture organization, resourcing and other human resource matters. Angela is a member of the Chartered Institute for Personnel and Development and has 30 years' experience working across a broad range of human resource functions at Accenture.



## Dan Baker

NGO Client Group Lead,  
Accenture Development  
Partnerships

Washington DC

+1 703 947 1078

[daniel.w.baker@accenture.com](mailto:daniel.w.baker@accenture.com)

Dan Baker is the Global Lead for the Non-Governmental Organization Client Service Group within Accenture Development Partnerships, based in Washington, DC. During his 14 years with Accenture, he has worked in business operations and process design, change management and technology, starting in the communication, media and technology industry. More recently, with Accenture Development Partnerships, he has supported NGOs and government donors on international humanitarian relief and economic development programs in Southeast Asia, Europe, and Haiti.



## Jessica Long

Executive Director: Donors  
& Emerging Governments,  
Accenture Development Partnerships

Washington DC

+1 703 947 3408

[jessica.l.long@accenture.com](mailto:jessica.l.long@accenture.com)

Jessica Long is the Executive Director: Donors & Emerging Governments for Accenture Development Partnerships. She leads Accenture Development Partnerships' work globally with donors, consortiums and governments in developing countries. She also leads engagements and resourcing across the Americas and Africa. She has extensive experience in transformation and development projects, especially those focused on innovation, technology and growth strategy, shared services and collaborative partnerships. Jessica previously consulted in Accenture's strategy practice, with a focus on government, healthcare and financial services.

## About Accenture Development Partnerships

Accenture Development Partnerships collaborates with organizations working in the international development sector to help deliver innovative solutions that truly change the way people work and live. Its award-winning business model enables Accenture's core capabilities—its best people and strategic business, technology and project management expertise—to be made available to clients in the international development sector on a not-for-profit basis.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 259,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is [www.accenture.com](http://www.accenture.com).

